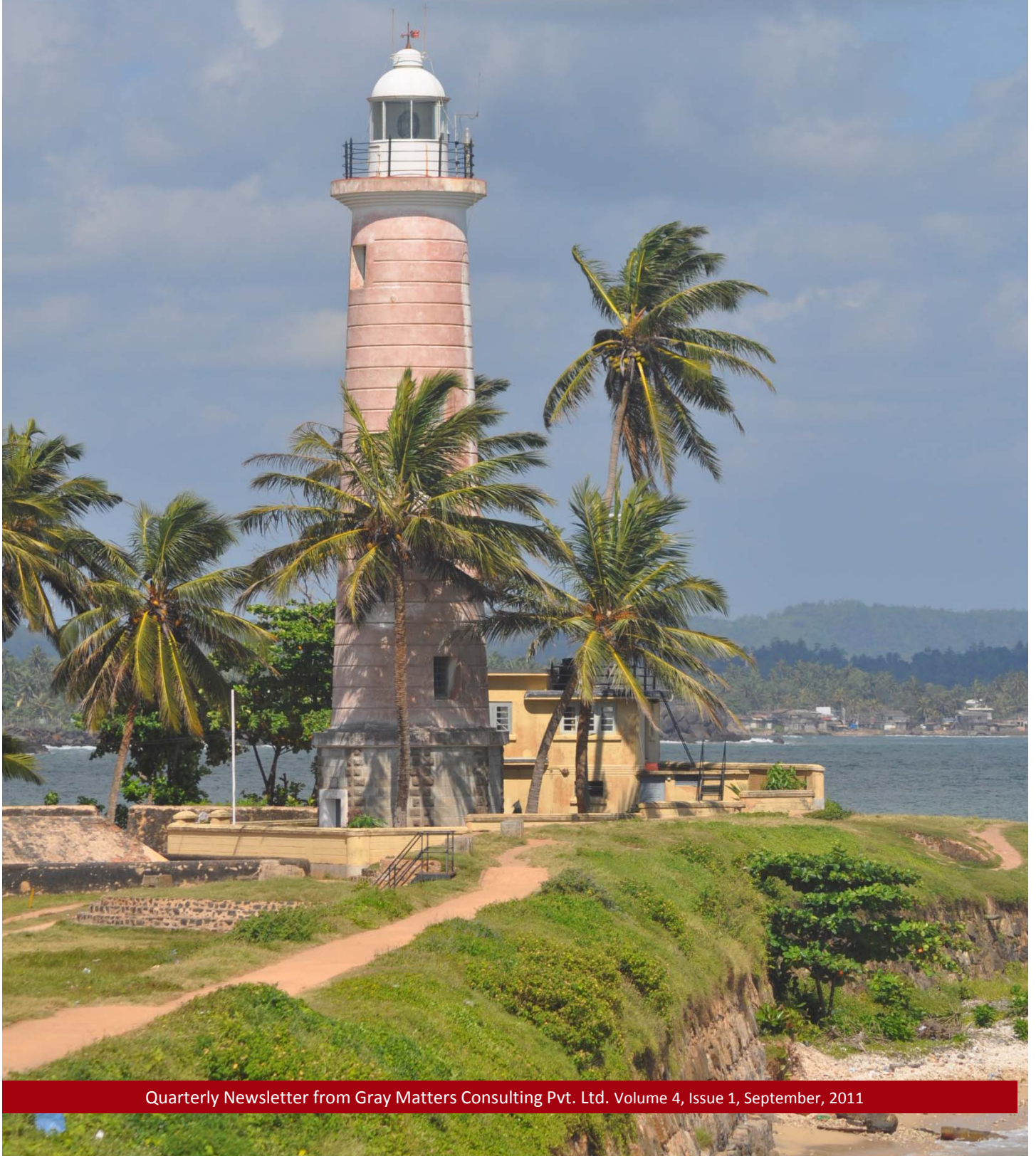


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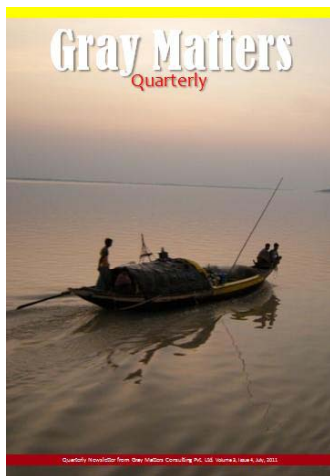
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Gray Matters

Quarterly



Quarterly Newsletter from Gray Matters Consulting Pvt. Ltd. Volume 4, Issue 1, September, 2011



GMQ Last Issue Cover

If you have missed the last issue of Gray Matters Quarterly, please write to us, we will mail it to you.

For Private Circulation only

Cover Photograph: Lighthouse at the Dutch Fort in Galle, Srilanka by Sanjay Roy Chowdhury

WHAT CAN WE DO FOR YOU?

If you need any information of our products and services, you can mail us and we will surely respond to you with adequate details.

DO YOU WANT TO SHARE?

If you have an interesting concept in your organization which you would like to share with the community, do write to us and we will get in touch with you for details.

BOUQUETS & BRICKBATS

Through this newsletter, we intend to bring to you "interesting stuff" from the world of business, Nationally and internationally. Please send in your comments and critique on the newsletter. We would like to improve with your suggestions and make this newsletter a "better read".

TALK TO US

Send your mail to
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from the MD's Desk



"Sure I am this day we are masters of our fate, that the task which has been set before us is not above our strength; that its pangs and toils are not beyond our endurance. As long as we have faith in our own cause and an unconquerable will to win, victory will not be denied to us"

- Winston Churchill

These were the opening lines of the first Gray Matters Quarterly published on September 2008 on the occasion of our first anniversary. Today after Gray Matters completing four eventful years, those lines are still an inspiration for us. We have come a long way in our journey, but yet to reach where we desire to be.

In 2007, Gray Matters started with offerings in HR Advisory Services and Behavioural Training. In 2010, we have successfully ventured into Education Advisory, Knowledge Management Services and also opened doors of Gray Matters Academy.

We did cover a lot of ground in the Education Advisory space launching our new assessment tool myVector 'Inner Drive', having assessed more than 3000 students across the spectrum and still counting. The Knowledge Management Services made a giant leap in its inaugural foray into TV content management with managing the content for the Bengali edition of 'Who Wants to be a Millionaire'. And Newron, the resident owl of Gray Matters Academy has witnessed many Corporate Training Programs and Employability Skills enhancement programs over the past one year.

Having done all these, at the end of the day, we are still asking ourselves the question: *Are we as professionals doing enough to grow talent and nurturing young minds to be employable?* As Gray Matters continuously moves between school teachers' room to corporate boardroom, a clamour for better human capital is now reaching its crescendo. We are all looking for Talent...

Dark clouds gathering in the economic horizon with Eurozone in a shambles and the US economy loosing its steam, these events would surely impact India. In this situation, we ask ourselves - *What role can HR play in these turbulent times?*

India Inc. needs to focus on 'talent' retention and energizing the existing workforce to achieve better results. This can be achieved through training the workforce with the necessary skills – behavioural and technical. When the chips are down, education is the best cover. Get skilled and wait for the fair weather. Once that arrives, we can get the best results from our trained employees.

Au Revoir

Sanjay Roy Chowdhury
Managing Director
Gray Matters Consulting Pvt. Ltd.



changing the way

Performance Management

Virtual teams, competition and talent retention make it necessary for companies to improve existing systems of evaluation.

Mphasis has made the bell curve on which employees are marked more accommodating. Earlier 70% of employees were in the middle category – the bottom 20% on one end and the top 10% on the other side. Now, with increased competition, the firm has decided to allow more people in the top category.

Essar adopted an Enterprise Resource Planning environment which addresses assessment of employees abroad. Managers can review the previous history of employees. Career management and succession planning can be mapped too.

Wipro has three sets of appraisals for employees: A pre-confirmatory appraisal for new recruits, a mid-year or interim appraisal for all employees and the regular, annual appraisal in April after the financial year is over. It also has an online system that links post appraisals to e-learning modules.

Phillips, in 2010 decided to assess employees on how they achieved targets, rather than just the target achieved.

Mindtree has decided to give fractions in their new grading system. This would bring forth more specific differentiations between employees. An employee with 3.4 rating would be considered better than an employee with 3.2 rating, in the new system. Previously, they would have both received a rating of 3. This distinction can bring a big difference in employee morale and performance in this highly competitive world.

Excerpted from article "Cos Overhaul Appraisals" in The Economics Times, 2011, by Devina Sengupta

Communicate or Perish

Many companies across the globe are designing out-of-the-box internal communication strategies – to get their employees to listen, engage, ideate reward and even prepare them in sync with merging market values.

In 2006, 20,000 **IBM** employees in India logged on to an online conference along with 1,30,000 employees from across its global offices and partner companies. The 72-hour brainstorming session threw up ideas that changed the business landscape for Big Blue. That's the power of communication.

At **Pepsico**, the global boss writes to 1,50,000 employees and regularly asks for their suggestions and feedback.

At **RPG Life Sciences**, 'Eureka' is a centralised email system for employees to suggest ideas and business strategies. Every employee who comes up with an idea which is implementable and successful gets 10% of the profit. A researcher from R&D and a workman from the Production department have been the first beneficiaries of this system. Now, everyone in the company thinks of how to come up with such ideas.

CEAT's MRM Connect, a quarterly dialogue between senior management and employees about company growth is fun filled. Launched in May 2010, it brought together employees in a village set up in its Mumbai office. From bhanga dancers to peanut and balloon sellers, CEAT had gathered them all to entertain its people.

HSBC uses a mix of mediums to convey messages to employees – from idle screen savers, intranet, posters to plasma screens. Its 'World's Local Heroes' programme, which recognizes extraordinary achievement and best practices and its Desktop Calendar, a collection of best theme-based photographs from its staff worldwide are instances of that.

Excerpted from article "India Inc Finds New Ways to Beam Up To Staff" in The Economics Times, 2011, by Shreya Biswas

The Real Deal

Two years ago, 100 members of Standard Chartered Bank's financial markets team decided, at their annual offsite in Goa, that they would shift some of their energy from clinching high-adrenaline deals to pursuing a socially relevant cause. This has provided a platform for people to invest their time, energy and talent beside finances to realize their dreams of making a meaningful change to society. In the 52 weeks since the project took off, the Stanchart team has deployed an average of 200 man hours in visiting seven chosen villages in the Sahyadris. This is called the 'Burjwadi Project' after the largest village name. They have conducted gap analysis of the education system and a census of 250 children they are reaching. The aim is to create a sustainable model village, not only impacting children but also the youth and women

Excerpted from article "The Real Deal" in The Economics Times, 2011, by Ahona Ghosh



did you know



The 4th Earl of Sandwich (England) popularized a snack of meat between two slices of bread in 1750's. In 1762 the Edward Gibbons Journal provides the first written record of the word sandwich.

The islands of Hawaii were named the Sandwich Islands by Captain Cook in Honour of the First Lord of the Admiralty – The Earl of Sandwich.

The Club Sandwich, made with three slices of bread and two 'decks' of filling, is thought to be named after the double-decker 'Club Cars' that came into use on American railways at the end of the 19th century.

In 1961 James Monaghan gave his half of what is now Domino's Pizza, the largest pizza delivery company in the world, to his brother, Thomas, in return for a used Volkswagen Beetle.



British burger chain Wimpy is named after J. Wellington Wimpy, the Burger-eating character in the cartoon Popeye.



Legend has it that the ice-cream sundae is so-called because an ice-cream seller in Wisconsin, USA, regularly ran low of supplies on a Sunday. To compensate for smaller portions he added chocolate sauce or fruit syrup, which was so popular the customers began to ask for 'Sunday ice cream' even on weekdays.

The ice lolly was an accidental invention, American lemonade salesman Frank Epperson left a glass of lemonade on a window sill overnight with a spoon in it. The following morning it had frozen and when he tried to remove the spoon he found himself holding the world's first ice lolly. In 1923 he patented the ice-lolly and called it Epside, a name that is later changed to Popsicle.



Legend has it that the distinctive red and white label of Campbell's soup was inspired by the colours of the Cornell University football team, USA.



The idea of 'tipping waiters and waitresses is said to have originated in 17th century English coffee-houses, where boxes, were provided for gratuities, marked, ' To Insure Promptness (TIP)'.

'Cappuccino' is so-named because it is a similar colour to the light brown robes of the capuchin order of monks.

C₂H₅OH, or alcohol, as it is more commonly known, is the oldest and probably the most widely used drug ever manufactured by mankind. There have been many alcoholic firsts since humans discovered the joys of fermentation in Mesopotamia some 7000 years ago.

The 'croissant' was invented in Vienna, Austria by a Polish Soldier called ' Kulyeziski, who had helped free the city from the Turkish army. Kulyeziski opened a café there and, in 1683, had a baker make the world's first croissants in their distinctive crescent shape to celebrate victory over the Turks (whose symbol is a crescent moon).

The first eating place to call itself a restaurant was the Champ d'Oiseau' Paris, France, in 1765. Its sign said *Venite ad me, omnes qui stomacho laboratis, et ego restaurabo vos* (come to me all whose stomachs grumble and I will restore you') and so restaurant owners are restaurateurs (restorers) , not restauranteurs.

Napoleon Bonaparte may seem an unlikely instigator of a worldwide revolution in food processing, but canned food came about as a direct result of the need to supply his army and the rapidly expanding French navy at the end of 18th century.



People, People Everywhere...

Sanjay Roy Chowdhury
Managing Director, Gray Matters

...but none can be hired. Isn't it surprising that we in India have the largest pool of to-be employed people and still organizations are screaming that there is a huge shortage of talent in the marketplace? So, what is the missing link? *The missing link is "Employability Skills"*

Today, we in India and also elsewhere across the globe have people who have completed their education and waiting for a career, but organizations do not find them to be 'good-fit'. This phenomenon has led many countries to 'research', and the response generated from the corporate world has pointed at one direction, *employability skills*.

What are Employability skills? Employability Skills, are specific conceptualisations of what are known more broadly as generic skills. They are also referred to as generic capabilities, enabling skills or even key skills. What they describe are non-technical skills and competencies which play a significant part in contributing to an individual's effective and successful participation in the workplace.

Most discussions concerning today's workforce eventually turn to employability skills. Finding workers who have employability or job readiness skills that help them fit into and remain in the work environment is a real problem.

Employers need reliable, responsible workers who can solve problems and who have the social skills and attitudes to work together with other workers. Creativity, once a trait

avoided by employers who used a cookie cutter system, is now prized among employers who are trying to create the empowered, high performance workforce needed for competitiveness in today's marketplace. Employees with these skills are in demand and are considered valuable human capital assets to companies.

Employability skills are those basic skills necessary for getting, keeping, and doing well on a job. These are the skills, attitudes and actions that enable workers to get along with their fellow workers and supervisors and to make sound, critical decisions. Unlike occupational or technical skills, employability skills are generic in nature rather than job specific and cut across all industry types, business sizes.

What does research say? Employability skills have been defined and labelled differently at different times in different countries and contexts. They have been called 'core' or 'key' skills in the United Kingdom, 'workplace competencies' in the United States, 'essential skills' in Canada, and 'key competencies', 'generic skills' or 'employability skills' in Australia. They include a range of general skills applicable across different industries and workplaces which employers appear to agree are as important as, and sometimes more important than, the technical skills demanded by their industry.

Despite differences in approach, those working to define key employability skills in Australia, Britain, United States and New Zealand have identified broadly similar areas, and noted



“It is not the strongest of the species that survives, not the most intelligent, but the one most responsive to changes.” – Charles Darwin

communication skills and working with others as of particular importance (Kearns 2001: 15).

In their overview of recent research into employability skills in Australia, Gibb and Curtin (2004) found that most definitions share the following six elements:

- Basic or fundamental skills such as literacy, numeracy and using technology
- People related skills, including communication, interpersonal, teamwork, and customer service skills
- Thinking skills, such as collecting and organising information, problem solving, planning, learning to learn, innovation and creativity, and systems thinking
- Personal skills and attributes, such as being responsible, resourceful, flexible, able to manage time effectively
- Business skills, such as innovation and enterprise

Employability skills essentially can be categorised as follows:

- **Communication** that contributes to productive and harmonious relations between employees and customers
- **Teamwork** that contributes to productive working relationships and outcomes
- **Problem solving** that contributes to productive outcomes
- **Initiative and enterprise** that contribute to innovative outcomes
- **Planning and organising** that contribute to long-term and short-term strategic planning
- **Self-management** that contributes to employee satisfaction and growth
- **Learning** that contributes to ongoing improvement and expansion in employee and company operations and outcomes
- **Technology** that contributes to effective execution of tasks

If we compare the Generic skills mapped across the English-speaking countries, the comparison looks something like this (see Table)

Australia (Mayer Key Competencies)	United Kingdom (NCVQ) Core Skills	Canada employability skills profile	United States (SCANS) workplace know-how
Collecting, analyzing and organizing information	Communication	Thinking skills	Information Foundation skills: basic skills
Communicating ideas and information	Communication Personal skills: improving own performance and learning	Communication skills	Information Foundation skills: basic skills
Planning and organizing activities	Personal skills: improving own performance and learning	Responsibility skills Thinking skills	Resources Foundation skills: personal qualities
Working with others and in teams	Personal skills: working with others	Positive attitudes and behaviour Work with others Adaptability	Interpersonal skills
Using mathematical ideas and techniques	Numeracy: application of number	Understand and solve problems using mathematics	Foundation skills: basic skills
Solving problems	Problem solving	Problem solving and decision making skills Learning skills	Foundation skills: thinking
Using technology	Information technology	Use technology Communication skills	Technology Systems
Cultural understandings	Modern foreign language	Manage information Use numbers Work safely	Participate in projects and tasks



If we were to simplify the above definitions, and also the comparative data available from the English speaking countries, employability skills can be broadly divided into three simple categories, namely: **(a) basic skills, (b) higher-order thinking skills and (c) personal qualities.**

Basic skills are still essential for high job performance. Ideally, new hires will have the ability and will want to learn. They also need the ability to listen to and read instructions and then to carry out those instructions. When asked for information, these individuals should be able to respond appropriately both orally and in writing, including recording and relaying information. Reading ability includes comprehending what has been read and using a variety of written materials, including graphs, charts, tables and displays. Entry level employees also need the ability to complete basic math computations accurately.

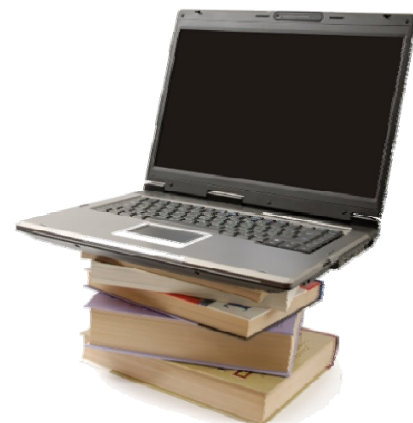
Higher-order thinking skills are the skills that enable ability to think, reason, and make sound decisions and are also crucial for employees desiring to do well and advance. A person who can think critically, act logically, and evaluate situations to make decisions and solve problems, is a valuable asset. Application of higher order thinking skills in the use of technology, instruments, tools and information systems takes these higher order skills to a new level, making the employee even more valuable.

If basic skills and higher order thinking skills are so important, why then are employers deeply concerned with personal skills? Because in most jobs, it is difficult to utilize workers effectively who lack personal skills. Entry-level employees with good personal skills have confidence in themselves and deal with others honestly and openly, displaying respect for themselves, their co-workers, and their supervisors regardless of other people's diversity and individual differences. They view themselves as a part of a team and are

willing to work within the culture of the group. They have a positive attitude and take the initiative to learn new things to get the job done. Rather than blaming others when things go wrong, they are accountable for their actions. They also have the ability to set goals and priorities in their work and personal lives so that resources of time, money and other resources may be conserved and managed. These individuals practice good personal habits, come to work as scheduled, on time and dressed appropriately, and are agreeable to change when necessary.

Failure to equip young people with the employability skills / job readiness skills critical to job success is equivalent to placing employability barriers in their path. Allowing students to graduate with these deficiencies has far reaching implications, which we are facing as a nation today.

Hence, even though there is a pool of people waiting to be employed, on one hand, and plenty of jobs which needs to be filled on the otherthe twain has to meet. 🇺🇸





A Gray Matters thought leadership initiative

Employability skills research in India

In 2010, Gray Matters conducted an all India research amongst corporate executives to find out the Employability Skills required by organizations in India.

We wanted to know what India Inc. was looking for, in their employees, which they were essentially lacking in school and college education. The research findings were strikingly similar to the research results of other English speaking countries.

As part of the survey, executives were asked to rank the criterions in the order of their importance felt by the organization.

The list below shows the top 14 criterion which had a score of 50% and above in terms of their importance to the organizations.

Criterion	%
Adaptability to Change	75
Working in Teams	75
Written Communication	69
Initiative	69
Spoken Communication	63
Computing Skills	63
Attention to detail	63
Accepting responsibility	63
Self reliance	63
Professional behaviour	56
Time management	56
Workplace etiquette	56
Application of numbers	50
Understanding of self	50

Based on our research, we developed a “Skill Wheel” with 6 categories, namely: (1) Communication, (2) Problem Solving, (3) Planning and Organizing, (4) Self Management, (5) Teamworking, and (6) Basic Information Technology.

When a student leaves the relatively secure and assuring environment of their educational institutions, they are often confronted by circumstances and situations that they are not fully equipped to cope with. The “Skill Wheel” puts across these essential “Employability Skills” which every job seeking individual should be equipped with to be successful in their careers. This model would make the youth more proactive and confident and infusing them with self-belief. It means building their capacity to enable them to effectively confront the challenges of life, widening their horizons about self and the world around them. 📖



Unleashing Nepal

Could the next decade be Nepal's ticket to life in the fast lane?

Sujeev Sakhya
CEO, Beed Management



Sujeev Shakya, is The Beed, at Beed Management, a management consulting and advisory company based in Kathmandu. Sujeev is the Chief Executive Officer. With a keen economic sense and an extensive corporate experience in developing strategy, business development, consulting and planning, as well as in direct line management for over fifteen years, Sujeev is essentially a Chartered Accountant and also has a Diploma in International Marketing from Boston University, USA.

When one sits down to think about what were one's personal and people's expectations a decade ago, one wonders how many of us had actually thought that Nepal would be transformed politically and socially so much in the last 10 years. The country saw transformation into a republic dismantling a 240-year-old institution, an end to the insurgency and the actual beginning of the process of political reconciliation and writing of the constitution. We can keep on complaining about what has not gone right, but in 10 years of the nation's history, we have gone quite far, and things could have really been bad if the monarchy had resisted its removal, the Maoists had stuck to their rhetoric of people's war and we could not have got everyone together to start the process of writing a new constitution.

We continue to blame the politicians for everything, and we expect Nepal to achieve the ever nebulous political stability. But when one is to look back at the past 60 years after the end of Rana rule or even the last 200 or even 400 years, when did Nepal actually have golden years of stability? Since the 1990s, it was only the years 1992 to 1994 that we experienced a semblance of political stability, so why are we trying to yearn for something that is not part of the country's DNA?

Despite such instability, Nepal has been able to move ahead, be it in improving its social indicators in education and health or the number of people who have moved above the poverty line. The poster boys and girls of poverty so much publicized by the donor

community are waning. It is difficult to find barefooted Nepalis or people without jackets in the winter, as low-priced Chinese goods have helped people to be able to afford the bare necessities.

The eating out culture has changed, and just look around how many restaurants, banquet halls and party palaces have cropped up. With Rs 2 shampoos and low-priced units of personal care products, the definition of personal

grooming has changed in rural Nepal; and with high levels of mobile phone penetration, the plethora of FM radio stations, information dissemination and discussions have moved to the next level.

The last decade saw the emergence of China, India and Brazil in a manner that was never thought of 10 years ago. Countries like Uganda, Rwanda and Kenya, that were thought to be basket cases, have shown a great degree of improvement that no one dreamed of in the beginning of this decade. Who had thought of the transformation of Bihar? So why can't we think that Nepal can move up the ladder?

We cannot leave it to the politicians to bring about an economic turnaround. Nepal will not have its Lee Kuan Yew. They just need to stick to their profession of doing politics and leave businesses alone. They just need to do nothing, because if they do something, it starts hampering businesses. For most political parties, what they are good at doing is obstructing. They are good at mobilizing people for strikes, they are good at stopping highways and they are

good at stopping businesses from operating. Just a small request to the politicians: Just stop doing things you are good at, and the country will surely move ahead.

What Nepal needs from the politicians is to just agree on two basic things: One, the right to property should be a fundamental right; and two, the country should adopt a market oriented economy. Apart from that, they should leave the bureaucracy and policy institutions to draft laws, regulations and create an infrastructure that facilitates doing business. A firm bureaucracy is what we want, that can stand up against the politicians and implement policy decisions that will lead to economic growth.

Nepal needs to integrate faster to the global economy, and hitch a ride on the fast growing economies of China and India. We need to start changing basic fundamentals like adopting the Gregorian calendar, a fiscal year that is aligned with global practices, cutting down on holidays and upping productivity, and doing away with practices like shutting offices an hour early during the winter and shutting markets on holidays. We need to be more open to foreign investment and technology transfer and allow legal, accounting and consulting practices to open to foreign players that will align our practices to global ones.

We need to adopt English as an official language along with Nepali and our regional languages. We can harp on our sovereignty, adopt protectionist policies and remain closed to the world if we are to become another North Korea, Myanmar or Iran. But if we are to emulate the growth of nations that are transforming economically, then we need to open our minds.

We also need to change how we think and talk about Nepal. Nepal is not a small country, but a country with the 40th largest population in the world. We are not landlocked but land-linked to two of the world's fastest growing economies. We are not India-locked; but we have an opportunity to look at a market size of 300 million, or equivalent to the US population, just in the part of India that we are adjacent to. Our GDP is not just US\$ 12 billion, our informal economy is many times larger than the

formal economy; and the challenge, therefore, remains how we can convert the informal into formal. The annual tax collection just equals the value of a strip of land on Durbar Marg, Kathmandu; so we need to really think what the value of the asset we are sitting on is and how to convert it into productive use. Remittance has supported the Nepali economy for the past several centuries; the challenge is to bring the small parcels of remittance to fuel formal savings, and, therefore, have money available to invest in large-scale infrastructure and other projects.

The lead to this transformation has to be taken by the private sector. Donors can aid private sector institutions, but the leadership should not be left to them as they are not good at turnarounds. We can learn from our mistakes of leaving Nepal Bank and Rastriya Banijya Bank to log-frame addicted institutions. Despite several donor interventions, the Nepal Electricity Authority remains No Electricity Authority. The ambition of entrepreneurs will only propel the economic growth of the nation as their collective selfish interest of personal enhancement of wealth will enhance the nation's wealth. They just need to adopt cardinal values of integrity, values, transparency and professionalism.

These entrepreneurs could be a vegetable vendor in a village or someone risking money in hydropower projects. Let the next decade be dedicated to entrepreneurs—big, small or social. 🇳🇵



Building a sustainable supply chain



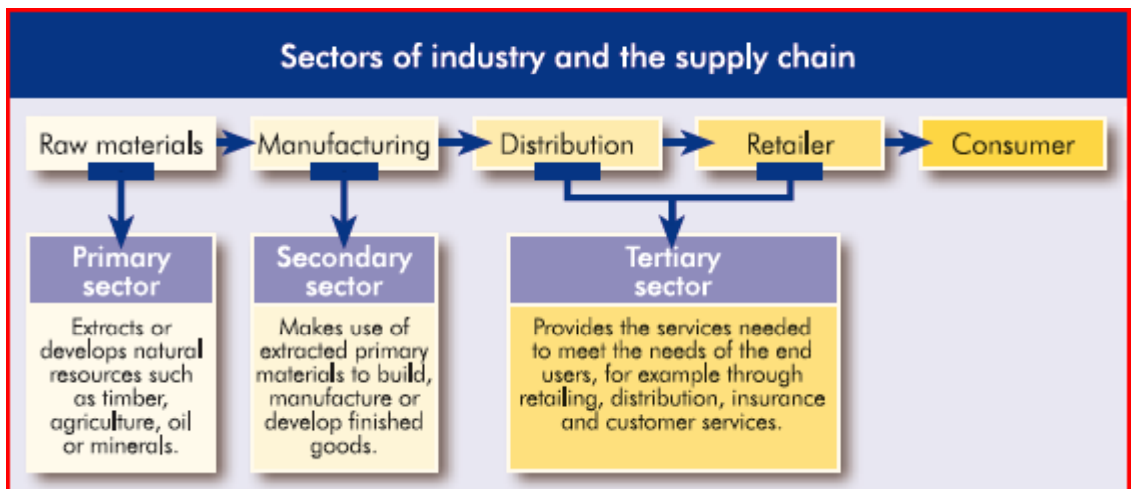
Introduction

It is easy to think about the present without considering the future. Consumers want more goods and services to improve their standard of living. The problem is they make choices about goods and services that have long-term consequences for the environment. In our modern world, organisations need to show responsibility. This means that they use resources efficiently, do not harm the environment and consider how what they do affects the ability of future generations to meet their needs.

Sectors of industry and sustainable supply chains

When consumers go to a retailer like IKEA, they will be looking at the different ranges of products and how they are presented. They may also look for quality customer service. However, consumers may not be aware that before products reach them, they must move from being raw materials through a variety of stages to become finished products suitable for sale. This is known as the supply chain.

The supply chain involves a flow of production and processes through each of the three industrial sectors:



IKEA aims to be a responsible organisation. It sells low-price home furnishing products around the world. These include furniture and accessories for kitchens, bedrooms, living rooms, bathrooms and children's rooms. IKEA now has stores in 36 countries around the world. It has come a long way in its 60 years of business. The direction for the organisation is provided by its **vision**. **This acts as a guide for everybody within and outside the organisation about what IKEA wants to achieve.** IKEA's vision is *'To create a better everyday life for the many people.'*

IKEA takes its responsibilities seriously and organises its operations in order to have a positive effect upon the environment.

- It aims that all the products and materials it takes from the primary sector do not harm the environment.
- Its products are manufactured in a responsible way.

The following sections look in detail how IKEA has achieved its aim to be a responsible business in each of the three sectors of the supply chain.



The primary sector

The primary sector involves the development of the raw materials. IKEA is not a primary sector organisation but it needs raw materials to develop its products. It therefore works closely with primary sector suppliers to ensure a sustainable impact on the people and the environment in which it operates.

IKEA designs its own products. Low price is one of the main factors that IKEA considers in producing well designed, functional home furnishings available to everyone. At the design stage, IKEA checks that products meet strict requirements for function, efficient distribution, quality and impact on the environment.

IKEA buys products from more than 1,300 suppliers in 50 countries. It uses a number of trading service offices across the world. They negotiate prices with suppliers, check the quality of materials and analyse the environmental impacts that occur through the supply chain. They also keep an eye on social and working conditions at suppliers.

IKEA uses a tool - the 'e-Wheel' - to evaluate the environmental impact of its products. The e-Wheel helps IKEA to analyse the four stages within the life of a product. This also helps suppliers improve their understanding of the environmental impact of the products they are supplying.

Approximately 50% of IKEA's 9,500 products are made from wood or wood fibres. This is a good resource as long as it comes from sustainable sources. It can be recycled and is a renewable resource.

IKEA creates many design solutions to minimise the use of materials. For example:

- some tables are made out of recycled plastic
- some rugs are made of material clippings that would otherwise be wasted
- products such as water cans are designed to be stacked - this means that more can be transported in each load, reducing the number of lorry journeys and therefore lowering fuel costs.

Each of these ideas helps IKEA's products to be more sustainable and reduce the impact on the environment.

A key part of IKEA's success is due to its communications with materials' suppliers and manufacturers. During manufacturing IKEA specifies to its producers that waste should be avoided. Where waste does occur IKEA encourages suppliers to try to use it in the manufacture of other products. IKEA has a code of conduct called the IKEA Way of Purchasing Home Furnishing Products (IWAY). This contains minimum rules and guidelines that help manufacturers to reduce the impact of their activities on the environment. The IWAY code complies with international legislation.

A product in use should not have a harmful effect upon consumers or their environment. For example, it should not cause allergies. If it uses energy, it should do so efficiently. When a product comes to the end of its useful life, it should be possible to reclaim or recycle the materials that make up the product. Such materials can then be re-used for making other products.

The secondary sector

Manufacturers within the secondary sector create IKEA products from raw materials. As products move through the supply chain, the process of value-added takes place.

IKEA designs many of its products so that the smallest amount of resources can make the best products. For example, IKEA saves on resources by using hollow legs in furniture (e.g. the OGLA dining chair). Another example is by using a honeycomb-paper filling material instead of solid wood for the inside of table tops (e.g. the LACK series).

As manufacturers or suppliers add value to products, the IWAY code of practice identifies IKEA's minimum requirements





- . The IWAY code of practice expects suppliers to:
- follow national and international laws
 - not use child labour
 - not use woods and glues from non-sustainable forests
 - reduce their waste and emissions
 - contribute to recycling
 - follow health and safety requirements
 - care for the environment
 - take care of their employees.

The application of the code raises standards. Each of the requirements within the code of conduct helps to develop sustainable business activities. They have a positive impact on the business environment in which the suppliers operate. They also improve the experience of people working for those businesses. To monitor suppliers, IKEA regularly carries out an IWAY audit.

This involves talking to employees and inspecting documents and records. IKEA visits suppliers on-site on a number of occasions to ensure that they are following the code of conduct.

The code of conduct for suppliers and the work with other organisations underlines IKEA's commitment to *'low price but not at any price'*. Although IKEA wants its customers to enjoy low prices, this should not happen at the expense of its business principles.

To support sustainable partnerships with suppliers, IKEA works with other organisations. In 2000 IKEA formed a partnership with UNICEF to work on a community programme in Northern India. The aim of the work was to prevent child labour by raising awareness and addressing the root causes. IKEA has also formed a partnership with the World Wildlife Fund (WWF). IKEA and WWF have committed themselves to promoting the sustainable use of natural resources. This helps to ensure that forests can be used both now and in the future.

For example, IKEA and WWF actions have led to:

- a series of training courses for people in Russia, Bulgaria, Romania and China on responsible forest management
- the development of forestry plans in China
- demonstrations to managers in Latvia on the benefits of responsible forestry.

All these projects show IKEA's commitment to supporting sustainable practices

The tertiary sector

Businesses in the tertiary sector provide a service, such as banking, transportation or retailing. They do not extract the raw materials or make products themselves. 11% of businesses within the UK are retailers. Retailing turnover in the UK was more than £250 billion in 2006. In the tertiary sector, IKEA's retail stores add value to manufactured goods by providing a form of shopping different to the usual high-street experience. IKEA has more than 260 stores in over 36 countries.

These meet the needs of consumers in a number of different ways:

- Each IKEA store is large and holds more than 9,500 products giving lots of choice.
- Within each store, there are a number of realistic room settings that enable customers to see what the products would look like in their own homes.
- The IKEA store is built on a concept of 'you do half, we do half...together we save money'. This refers to, for example, the customer assembling furniture at home.
- Customers handpick products themselves using trolleys.
- IKEA provides catalogues and home delivery to save customers' time.
- IKEA stores have restaurants that provide Swedish dishes alongside local food choices.





Nuggets

To make its activities more sustainable, IKEA has set up many local UK initiatives:

- In 2006 IKEA UK recycled more than 70% of its waste products. Its goal is to recycle 90% of materials.
- To reduce environmental impact, in 2006 IKEA UK started to charge for carrier bags. This reduced the use of carrier bags by 95%. In June 2007 IKEA UK removed carrier bags from its stores completely.
- In December 2006 IKEA UK gave a brand-new folding bike to each of its 9,000 employees. It also gave subsidised travel tickets to encourage them to travel to and from work on public transport.
- IKEA UK has provided low-energy light bulbs to its entire UK workforce and switched its fleet of company cars to low-emission hybrid models.

Conclusion

IKEA's long-term ambition is to become the leading home furnishing company. However, for IKEA, getting there is not simply about developing profitability and market share. As a global organisation IKEA has chosen to undertake a leadership role in creating a sustainable way of working. It has educated suppliers to understand how and why sustainable production is vital. This has helped IKEA differentiate itself from its competitors. Consumers are made aware of IKEA's commitment to sustainability through its involvement with many other organisations such as the WWF and UNICEF. IKEA is now considered by both suppliers and consumers to be a responsible company that they can trust. 



We should try to do these things better:

1. Encourage others to talk about themselves.
2. Talk in the interest ranges of the things that people treasure most when talking to them.
3. Talk to people about themselves and recognize their importance.
4. Respect other people's good judgment and avoid arguments.
5. Never tell anyone they are wrong, we all will rationalize to the point of thinking we are unequivocally right.
6. We should criticize ourselves before other people have a chance to; if you are wrong, admit it!
7. Tread softly, you will go farther.
8. We should try to let our friends feel as though they have excelled us at some time or another.
9. Let others do a great deal more of the talking.
10. Figure out why others think as they do; look at it from their viewpoint.
11. Show compassion toward others (this is yearned for).
12. Treat people with respect,
13. Challenge others to do something better, never force them.
14. Call attention to mistakes indirectly (don't broadcast).
15. Make difficulties seem easy to conquer.
16. Praise minutest improvements and inspire hidden treasures in others.
17. Consider others' good points.
18. Make others want to follow your suggestions.
19. Always appreciate people's time.
20. Be interested in everyone you meet.
21. Always remember: good manners are made up of petty sacrifices.
22. Remember names; a person's name is truly the most treasured phrase to that person's ears. Use the I.R.A principles to help remember names.
23. Try saying this three (3) times: "Act enthusiastically and you'll be enthusiastic." It works.
24. Perfect yourself first, then worry about everyone else.
25. Try to exercise a little sympathy, tolerance and kindness — it goes a lot further than a short fuse.
26. Learn the difference between appreciation and flattery — one is from the heart, the other is from the teeth.
27. Accept the fact that everyone is superior to you in one way or another, and learn from that trait.
28. When not engaged in some definite problem-solving, most people think of themselves 95% of the time. If we could cut it to 50%, the results would be dramatic.
29. Why should people be interested in you and me, unless we are first interested in them?
30. We are all interested in what we want. Be a little different: Be interested in what the other person wants and needs. (Get the other person's point of view and see things from his angle as well as your own. Be interested in helping others, not only yourself.)
31. Try to do things without ulterior motives.

Sustainability & Corporations

The Role of Human Resources

Dr Arup Varma
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The topic of sustainability has gained currency over the last few years, especially with academics and thought leaders – however, there seems to be a fair amount of healthy skepticism among the general public, who might often believe that sustainability is not just another management fad. The truth is that this issue affects every single one of us, and requires all of us to step up to the plate and do our part. Indeed, given the potential negative outcomes of a failure to address sustainability, it is critical that it is addressed at every level, in every forum, and by every individual.

So, what exactly is sustainability, and what can corporations do to contribute towards it? First, the notion of sustainability derives from the very basic concept of continued human existence on this earth of ours. As we all know, we rely on a number of finite resources for our sustenance – from water and oil, to land and food. Not surprisingly, the list goes on and on. Ironically, the resources that help sustain the human race are not infinite – and unless we learn to manage our needs and wants, and balance them against the needs of others, we are heading towards an untenable situation, one that is bound to lead to conflict. It should be pointed out here that while the discussion of sustainability might be relatively new, conflicts over resources such as land and oil and water are as old as recorded human history. The urgency which we have now started to express (and should feel) is a direct result of a number of critical factors, most of which (if not all) are man-made. Hence, the

need for mankind to step up and correct course before it is too late.

At this stage, it might seem that sustainability is an issue that should be dealt with by governments around the world, given they are responsible for managing natural resources. However, while true to some extent, this view is rather simplistic. Given the intricate interplay between governments and big business, the issue is intimately more complex, since most of our natural resources, but especially the four mentioned above, are often controlled, desired, manipulated, or wasted by corporations in one way or another. The good news is that corporations seem to increasingly recognize that they do not exist in a vacuum, where the so-called bottom-line can justifiably be their only concern. Instead, they exist in society, and just like any other member of a functioning society, must act in a reasonable and responsible manner. Thus, we have seen the emergence of the philosophy of corporate social responsibility (CSR), with questions being raised about the extent to which organizations act in a responsible manner – as, for example, the extent that they give back to society.


The problem is that, just as with most other fads, corporations seem to view CSR as another tool to help fatten their bottom-line. Hence, we see a lot of lip-service paid to CSR, but very little concrete evidence of corporate actions geared towards sustainability. There are, of course, organizations around the world that are sincerely committed to sustainability, and understand the philosophy and purpose behind CSR. But, as one might expect, such

organizations are few and far between. One clear test of whether an organization really “gets it” is the extent to which its human resources are involved in its’ CSR plans and activities. The results of this test, I am afraid, are not too encouraging. Over the years, I have often asked HR professionals, in several countries around the world, to discuss the transformative aspects of their work, and almost all of them have explained that their day-to-day activities leave little time, if any, to think beyond their immediate targets and goals. Some have even suggested that this is a question better posed to the CEO, or the Public Relations Manager, of the CSR associate, if they one!

Herein lies the problem -- addressing an issue that affects every single person, now and in the future, requires the involvement of everyone in the organization, not just those who are somehow ‘get it’, or those assigned the formal responsibility. From switching off lights when not needed, to recycling ink cartridges and using recycled paper, there are a million ways that each one of us can contribute towards the noble cause of sustainability. But something as critical as this cannot be left to hope – the hope that people will do the right things, assuming they know the right things to do! The Human Resources Department has a major role to play in creating an environment that understands, identifies, promotes, and rewards the right behaviors. I list below five critical steps through which the HR department can have an impact on the drive for sustainability. First, help create the appropriate culture in the organization. This will require convincing top management of the need to promote the right behaviors and, more often than not, it will require top management to change their own behaviors, so they may lead by example. Next, hire the right people. Hiring the right people isn’t just about their knowledge, skills, and job-fit anymore. If the organization is committed to sustainability, everyone coming into the organization needs to share that value and be committed to it.

The good news is more and more people are interested in being associate with companies that do the right thing by society, but it is up to companies to convince potential applicants that they “walk the talk” when it comes to CSR. Third, it is essential that jobs are designed (and performance measured) in accordance with ethical guidelines and

sustainability parameters, keeping in mind the long-term perspective. As we have seen repeatedly over the past few years, too many corporations have fallen victim to the scourge of short-term, unethical practices. Fourth, train people to do the right things – not everyone is capable of figuring it out for themselves, nor should organizations leave it up to individuals to figure it out. Finally, reward the desirable behaviors, and punish those that fail to adhere to the sustainability guidelines, after making good-faith efforts to guide them towards the right behaviors.

Not surprisingly, these five steps are within HR’s domain. Of course, more needs to be done – for example, partnering with other departments and functions to ensure that the culture of sustainability is well-understood and accepted. Nonetheless, what is clear is that the human resource function has a critical role to play if we are to achieve our goal of sustainability. As Adine Mees and Jamie Bonham of the Canadian Business for Social Responsibility have argued, CSR – HR = PR. If employees are not engaged, corporate social responsibility becomes an exercise in public relations. The credibility of an organization will become damaged when it becomes evident the company is not “walking the talk.” 

**This paper is based on a presentation made for the Indian Institute of Management Shillong Conference on Sustainability (December, 2010).*





From Grapes to Glass

Where and how grapes are grown, and the way, in which they are manipulated, have a profound effect on quality and flavour. Even a rudimentary grasp of these principles will help you choose wine with extra confidence.

Grape Expectations – Top 15 Grape varieties

Nature provides the key ingredient of flavor in the form of the grape and one of the fastest ways of learning more about wine is to become familiar with the styles that each variety creates.

Cabernet Sauvignon – Creates mainly: fruity reds. Typical aromas/flavours: blackcurrants; cherry; blackberry; chocolate; black pepper; green olives; mint; eucalyptus; cedar, pencil shavings; cigar box.

Chardonnay – creates mainly: neutral whites; richer, whites; sparkling wines. Typical aromas/flavours: lemon; melon; nuts (unoaked); butterscotch; tropical fruit; spice; cream (oaked)

Chenin Blanc – Creates mainly: neutral whites; richer, bolder whites; tangy whites; sweet whites. Typical aromas/flavours: apples; hay; beeswax; almonds; wetwool; guava; melon; pear; frg.

Gamay – creates mainly: easy-drinking reds. Typical aromas/flavours: red cherries; bananas; raspberries; strawberries; plums; bubble gum.

Grenache/garnacha – Creates mainly: fruity reds: roses. Typical aromas/flavours : black and red fruits; smoke; nuts; white pepper; toffee; chocolate; leather; mud; coffee.

Merlot – Creats mainly: fruity reds. Typical aromas/ flavours: brambles; damsons; blackcurrants; chocolate; black cherries; pepper; cigar box; mint; coffee beans.

Muscat – creates mainly: aromatic whites; sweet whites; sparkling wines. Typical aromas/flavours: crunchy green grapes (dry; sweet sparkling); marmalade (sweet; fortified).

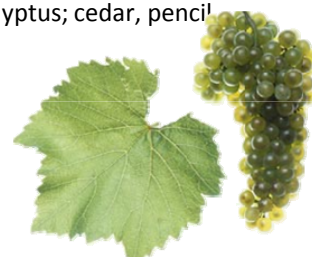
Pinot Noir – Creates mainly: mellow reds; sparkling whites. Typical aromas/flavours: strawberry; raspberry; plum; cherry; truffles; game.

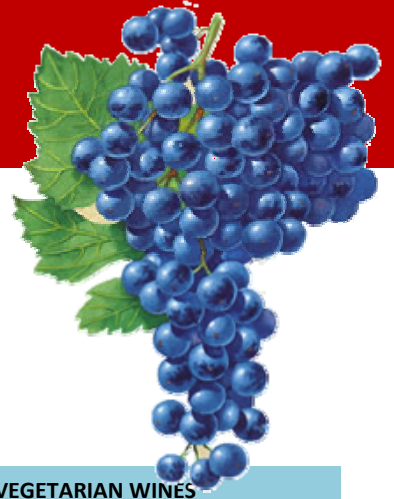
Riesling – creates mainly: tangy whites; sweet whites. Typical aromas/flavours: floral; peach; apple; lime; honey; kerosene.

Sangiovese – Creares mainly: powerful reds. Typical aromas/flavours: violets; plums; earth; tobacco; leather; herbs; tea leaves.

Sauvignon Blanc – Creates mainly: tangy whites; richer, bolder whites; Typical aromas/flavours: gooseberries; nettles; elderflower; asparagus; sliced green capsicum; grapefruit.

Semillon/Semillon – Creates mainly: richer, bolder whites; sweet whites. Typical aromas / flavours: grassy; citrus fruit; lime cordial; fig; pear; greengages; melon; honey; custardy; nuts.





Syrah/Shiraz – Creates mainly: powerful reds. Typical aromas/flavours: violets; leather; wild berries; ripe plums; liquorice; black pepper; chocolate.

Tempranillo – Creates mainly: fruity reds. Typical aromas/flavours: black fruits; strawberries; brown sugar; cocoa; vanilla; spice; pipe to tobacco herbs.

Zinfandel/Primitivo – Creates mainly: powerful reds; roses. Typical aromas/flavours: blackberries; raspberries; red cherry; dried fruit; mixed spice; mint; black pepper.

In the Winery

Modern winemaking is all about squeezing top quality wines from top quality grapes. We have seen that flavour comes from the latter, though as well we will soon appreciate, actions in the winery also have a massive role to play in bringing out this precious commodity.

1. The stems are removed and the grapes are crushed to break their skins and release the juice.
2. The grape juice is pumped into stainless steel, concrete or fiberglass tanks, though oak barrels or casks are the vessel of choice for premium wines. Yeasts (either wild yeasts present on the grape skins and in the atmosphere, or more predictable, laboratory-cultured strains inoculated into the juice) convert the grape sugars into alcohol and carbon dioxide – this is alcoholic fermentation. It comes to a grinding halt when the yeasts die because they have gobbled up all of the sugars, delivering wine that is dry in taste.
3. Malolactic fermentation is a secondary, bacterial fermentation that turns harsh malic acid (from malum, the Latin for apple) to the softer lactic acid (from lactis, the Latin for milk) and carbon dioxide. This can occur spontaneously, or may be induced via an injection of lactic bacteria. If the 'malo' is not wanted, the new wine is immediately filtered off its lees (sediment formed by dead yeast cells and other by-products of alcoholic fermentation) and is protected against any further bacterial invasion.
4. Premium wines are usually aged in 225-litre/50-gallon oak barriques (the posh name for barrels). White wines spend an average of six to eight months in barrel, compared with an average of nine to 18 months for reds.
5. Wines made from various grape varieties, or from different batches of the same crop that have been vinified separately, may be blended together. Contrary to popular belief, blended wines are not inferior to varietal wines (those made from a single grape variety): many of the world's famous wine names are blends.
6. The wine is filtered to take it off its lees and is then fined to chemically remove unwanted solids (proteins, yeasts and other organic particles) held in suspension. This stabilizes it and improve clarity. The wine is now bottled. 🍷

VEGETARIAN WINES

It is natural to assume that vegetarians and vegans can drink any wine: after all, how can wine have any connection with animals (apart from those that love eating the grapes in the vineyard...)?

The truth of the matter

The plain fact is that animal or fish products have been exploited in winemaking for centuries, most specifically in the fining process, which helps clear the wine of unwanted solids held in suspension. The fining agents used can be isinglass (derived from the swim bladders of certain fish, most notably sturgeon), gelatin (the result of cooking bones, tendons, skins and connective tissue, rather like making stock from a chicken carcass), modified casein (which comes from milk), chitin (obtained from shellfish and crustaceans), egg whites, or (in the past, admittedly) ox blood. Absolutely nothing of the fining agent remains in the wine after it has been filtered, but this is not the point!

Animal-friendly alternatives

Fortunately, many producers use non-animal substances to fine their wines, such as bentonite and kieselguhr (both types of diatomaceous earth), so these can be drunk with a clear conscience. Unfortunately, the only way of knowing if the wine is suitable is by scrutinizing the back label for this kind of information and even then it might only say 'suitable for vegetarians', which is of no use whatsoever to vegans if, say, egg white or casein has been used in the manufacturing process.



Techno Trends

'REVEAL' TIME



You got to hand it to Phosphor — the company certainly tries to offer something different when it comes to watches. Don't let the digital look of the Reveal's watch face fool

you, however. It's actually a series of mechanical pegs.

Reveal uses what Phosphor is calling its "Micro-Magnetic Mechanical Digital" system, or dozens of the tech world's favorite "crystal", Swarovski mounted atop rotors that'll change the position of the crystals to form different numbers. (While making "a distinctive sound unique to the Phosphor Reveal digital watch line," whatever that sounds like.)

The fancy technique has its downsides, however, as it's limited in what it can display. You can see the time in hours and minutes as you see above, or set it to a timer that counts the seconds. There's also a mode you can set the watch to so that it's just the crystals without numbers, in case you just want to admire all the pretty crystals.

WRISTBAND CONTROL

NEC has come up with a new way of controlling gadgets that involves a little **wristband** that can tell when you poke your arm with your finger.

Poke poke poke. As gadgets get simultaneously smaller and more complicated, alternative control systems become more important. Ideally, you want the simplicity and ease of use of a whole bunch of specific buttons without having to devote all of the space on your device to a whole bunch of specific buttons.

NEC's solution is to take the buttons out of the device and just integrated them directly into your arm instead. Thankfully, the technology is non-invasive, and simply uses a wireless wristband equipped with an array of



acceleration sensors. The sensors are able to tell not just when you tap yourself on the arm, but generally *where* you tap yourself, with enough sensitivity to detect seven different tap zones per arm.

NEC says that all this pokeage is "nearly free from input errors," and we imagine that it works effectively through clothing or a jacket. The technology sounds like it's just in the prototype stage at the moment, but it's easy to imagine buying a little bracelet accessory with built-in Bluetooth that senses your pokes and sends custom commands to your smartphone. Commands like, "*search WebMD for arm bruise treatments.*"

FRAGRANT SHIRT

Nobody likes to be stinky, but most of us take care of the problem with regular showers and deodorant. But if that type of hygiene takes too much time out of your day, a Japanese company has introduced a shirt that can cover up your smelly self. The Otoko Kaoru shirt (translates as "good smelling man") has tiny capsules embedded in the collar, and when rubbed against your neck, it releases a subtle odor of menthol and roses. The manufacturer says that the fragrance feature lasts about ten trips through the wash, after which it wears just like a regular shirt.





Sneaker Speaker

Music and sneaker culture are often pretty tightly woven together, but never has the connection been closer than with these computer speakers built inside a brand new pair of Nikes.

Created by sneaker customizer NashMoney for a competition from Havana Club called Inspired Ingenuity, the sneakers are designed to reflect the ingenuity of the Cuban people and their ability to create what they want using the limited resources on hand.

Starting with a pair of [Nike](#) Air Force Ones, NashMoney installed separate woofers and tweeters in each shoe, and fit all of the electronics to run them in the right sneaker...er...left speaker.

NashMoney says that the first track he played on the Speaker Speakers was Hustlin' by Rick Ross, no word on how kickin' it sounded.

Sci-fi Watch

Stop whatever you're doing and look at this watch. The Slyde HD3 is the last customizable watch you'll ever need. It's a touchscreen wristwatch with swappable digital watch dials that make all those [iPod Nano watches](#) look like garbage.

Designed by Jorg Hysek Jr., the Slyde HD3 has an LED screen (OLED option a possibility too), a sapphire crystal cover, water-resistant titanium body (up to 30 meters) and a battery indicator on the side of the watch head. A fancy digital watch not enough? The Slyde HD3 also has a calendar and photo viewer. Don't see a music player in there, but most people own some sort of MP3 player anyway. If you just take a look at the video below, your mind might be blown (mine was). The swappable digital watches look so intricate — for a digital solution, it might just work very nicely instead of forking over the cash for a [Devon Tread 1](#).

Prices for new digital watch dials will be cost a hefty \$50 to \$100. No word yet on how much the wristwatch itself will actually sell for. The Slyde HD3 comes in your silver and black. I'll take a black one please!



From 'Nuts' to 'Nano' How to find opportunities where there is none

Sanjay Roy Chowdhury

Managing Director, Gray Matters

Rule 1: Get wired for Nanovation

Rule 2: Lead the Revolution

Rule 3: Build a Culture of Innovation

Rule 4: Question the Unquestionable

Rule 5: Look beyond Customer

Imagination

Rule 6: Go to the Intersection of Trends

Rule 7: Solve a problem that matters

Rule 8: Risk More, Fail Faster, Bounce Back Stronger


Nanovation isn't a book about cars, it's a book about people; about people thinking big, being brave, acting bold and accomplishing the impossible. Nanovation is the authorized story of how a little car is teaching the world to think big. Written by the same authors who wrote *Nuts!* In 1996, an in-depth, behind the scenes look at the greatest success story in the history of commercial aviation, Southwest Airlines, *Nanovation*, sets out to inspire you to think big and find opportunities where there is none. The concept of Nano started with the thought of Ratan Tata to provide the Indian scooter population a safe mode of transport for their entire family. Research also pointed out that a four wheeler was a matter of dignity in India and other Asian countries, unlike the west. The Tatas have proved to be adventurous spirits with compassionate hearts and undaunted wills. Since the 1860s they've dared to accomplish things for their country and not just for the bottom line. It was in Geneva in 2003, that Ratan Tata first spoke publicly of the Nano in an interview with London's *Financial Times*, and from that time, it has been a relentless pursuit till the first key was handed over.

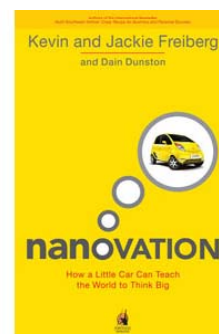
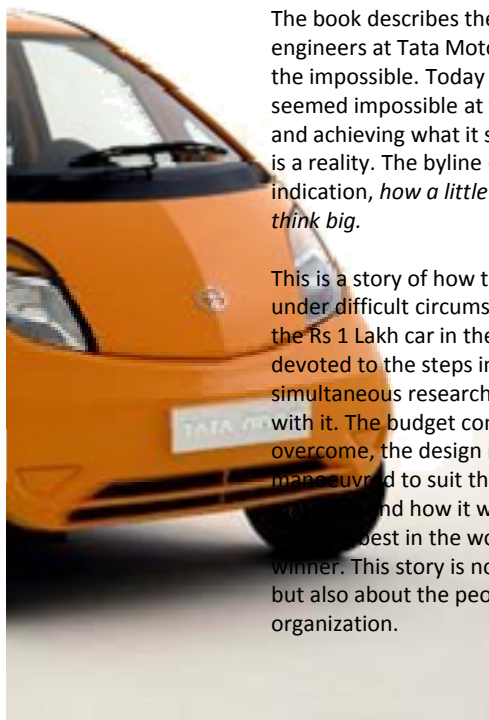
The book describes the ordeal of the team of engineers at Tata Motors who were set to achieve the impossible. Today we know that what may have seemed impossible at that time is now on the roads and achieving what it set to achieve, the People's car is a reality. The byline of the book also is an indication, *how a little car can teach the world to think big*.

This is a story of how the Nano team pushed itself under difficult circumstances to find solutions to get the Rs 1 Lakh car in the market. Each chapter is devoted to the steps in making the car and also the simultaneous research and turmoil which went along with it. The budget constraints and how it was overcome, the design restrictions and how it was manoeuvred to suit the needs, the rising costs of materials and how it was proved that working jointly with the best in the world to a shared dream is a winner. This story is not only about the engineering, but also about the people and the culture in the organization.

Nanovation explores the making of the Nano to show how one can encourage employees to overcome adversity, to take risks despite the fear of failure and to innovate beyond customer expectations. This is a treatise on cultural revolution in the corporate world, which would help the readers understand the nuances of every process details, its difficulties of implementation and how they can be overcome. The underlying principle shown in this book is 'the belief in people'. That is how great organizations build a culture. What kind of culture do you work in, what kind of culture do you tend to inspire, a 'what if' or a 'yeah but' culture?

The authors also make an assumption that there is creativity in everyone. If this is true then there is creativity waiting to be unleashed in every organization. The question is what unleashes it? Hence, the authors suggest eight rules of driving *Nanovation* (see box for the rules). These rules are critical because they create the atmosphere for *Nanovation* to flourish.

This book talks about the Cultural aspect in a big way. It shows us that you can't alter culture in an organization by focussing on culture. It's not a program. You can't go buy culture off the shelf. You create a culture by modifying the way people think and by inviting them to join a conversation that changes the way they talk about things. Eventually a new language emerges within the organization and the people are inspired to re-evaluate how they do things. The by-product of these changes is the culture of the organization. 

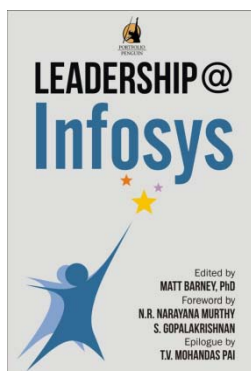


Nanovation – How a little car can teach the world to think big, by Kevin and Jackie Freiberg and Dain Dunston
Portfolio, Penguin Books India 2010; ISBN: 9780143415688

Nine dimensions of leadership How-to book, from an organization which has practiced it

WHO is a leader? What is leadership? Are leaders born or made? Can leadership be taught? Such questions have been debated across generations and civilisations. The Hindu scriptures are a rich source of material on leaders and leadership. Chanakya's *Arthashastra* was a seminal work outlining the 'art of governance' and dates back to approximately 300 B.C. Confucius sought laws of order between leaders and followers. Plato described an ideal republic with philosopher-kings providing wise and judicious leadership and with the help of his colleagues established in 387 B.C. The Academy – a school for leadership in ancient Greece. The Italian Niccolo Machiavelli's book *The Prince* ranks as one of the important early contributions to published literature on leaders and leadership. The word 'leader' stems from the root *leden* meaning 'to travel' or 'show the way' and appeared in the English language in the early 14th century. The term 'leadership' followed some five centuries later. The early focus of the study of leaders and leadership was at a macro societal level. It was in the context of governance of societies and communities. Later, the Industrial Age provided the context for the creation of 'managers' and 'management'.

Here is a book on Leadership from one of the world's most respected organization, Infosys. The vision of Infosys is to create an organisation that is 'built to last', and has the agility to manage ambiguity and uncertainty under all circumstances. Infosys has been at the forefront of developing leaders since its inception. With its strong value based operation, the seven founders have always upheld value before



Leadership@Infosys, Edited by Matt Barney, PhD
Portfolio, Penguin Books India 2010; ISBN: 9780670084951


anything else. From the beginning they strove for respect, which is also a key phrase in their vision statement, "globally respected corporation". Infosys's leadership standards have guided the company since its founding days, even before they were explicitly documented. Central to their approach to leadership is their commitment to values. Infosys values are called C-LIFE, which stands for Customer Delight, Leadership by Example, Integrity and Transparency, Fairness and Pursuit of Excellence.

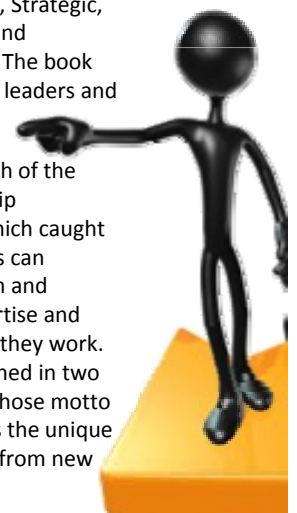
To further their cause of "Leadership Development", Infosys started a Leadership Institute (LI) that develops leaders for the organization. Leadership Development is the mantra here. LI's Tier

Leadership development creates a corporate pool of leaders and moulds them to take on current and future business challenges. LI offers a wide variety of individual and organizational development sessions to solve business problems. Essentially as the book describes, people are selected for the accelerated leadership development programs in the LI for high potential employees that are called Tiers. The goal is to develop leaders who can succeed at the highest levels at Infosys. This book captures the origins of Infosys leadership approach and leverages advanced psychometrics to identify current leaders who are exceptionally effective in Infosys leadership model.

Infosys uses 'Nine Dimensions of Leadership', namely, Strategic, Relationship/Networking, Talent, Change Transition and Adversity, Operational, Content and Entrepreneurial. The book also gives an overview of how to objectively measure leaders and in what parameters.

Chapters in the book have been divided based on each of the above mentioned dimensions. Out of all the leadership dimensions of Infosys, there were two dimensions which caught my eye, "Content Leadership". It is about how leaders can influence the direction of the organization, their team and possibly their very profession by means of their expertise and unique conceptual contributions in the area in which they work. "Entrepreneurial Leadership", which in Infosys is defined in two ways, first, as the enterprising opportunistic leader whose motto might be *carpe diem* ("seize the day"); and second, as the unique ability to be "intrapreneurs", who take responsibility from new ventures.

Clearly, this is a how-to book on Leadership, from an organization which has practiced all that has been said in the book. That makes the book more practical than a theoretical treatise on leadership. This book would help all the corporate executives who are institutionalizing "Leadership Development" programs in their organization, as a guidebook on implementation. 



SRC


Gray Matters Academy

As we look back and consider the developments in vocational education and training we are impressed by the growing number of people and organizations committed to the creation of a world-class workforce.

The reasons we guess are understandable. Technology can be transferred easily and cheaply throughout the world. The development of global businesses or global partnerships means that decisions on investment, location and sourcing are now quite different from what they were even a short while ago. Throughout the world, demographic trends mean that there is no shortage of hands to do work, no shortage of young people, but critical shortages of trained people exists. And also, the rising expectations of customers and individuals mean that unless we match – or possibly exceed – the standards of quality set by the best in the marketplace, we shall simply drop out of contention.

Furthermore, understanding the significance of investing in behavioural skills, many organizations in India and abroad have started investing in it as a part of their corporate training initiative. Behavioural skills training have witnessed a marked transition in the last decade from being “generic” and ‘good to have’ to be ‘defined’ and ‘prerequisite’.

This shift in perception is not without reason. Organizations across the globe have realized that professionals with just technical skills only, partly complement the essentials of being a ‘complete professional’. Research study has revealed that people skills outweigh technical skills by a factor of 3:1, in deciding the long-term success of professionals.

With this preamble in mind, we decided to open gates of Gray Matters Academy, a place where quality training on all matters pertaining to Behavioural sciences are imparted. Clients have praised all the programs which have been conducted at the Academy. Till date we have conducted 3 Interviewing Skills Workshop, 1 Problem Solving Workshop and 1 Business Etiquette Workshop in the Academy premises. 

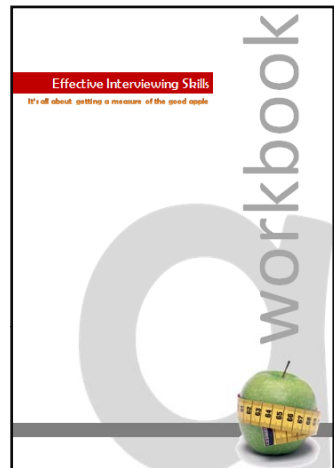
Special programs being developed at Gray Matters Academy:

Peak Performance: Lessons from Global Sports – Sports has many aspects which are similar to our corporate life. Apart from Teaming, there are aspects of self motivation, competition and co-competition, negotiation, difference between managing and leading and many others. We have collated all these lessons from top international sports and presented in the module. Tilting the field – San Francisco 49ers, Business in Pinstripes – New York Yankees, We are all Racers Here – Formula1, The Story telling Game – Australian Cricket Board....and many more. Other aspects of Teamwork would be covered from top NFL coaches. Movie clips being used are from - *Hurricane, The Blind Side, Remembering the Titans*, etc. There would be a special section from the movie – *Coach Carter*

The Academy workbook has a unique feature, a mascot ‘Newron’ the resident owl appears in the pages and provides tips on all subject areas being covered at the workshop. **Newron also plans to have his own ‘facebook’ account soon, so that he can interact with all the participants even after the workshops.**




Night 2010 CE, somewhere in a neon-lit cave in Eastern India, **Newron**, the Gray Matters Academy resident Owl, was born. Coached specially by Caveman Tovey, he earned his feathers in matters of human behaviour and actions. Despite being lonely and without a *Parliament*, sharpwitted and knowledgeable Newron, often appears in the Academy workshops to share his wisdom. Unlike most of his ilk, Newron, makes all his plans during the day and rests at night.



Effective Interviewing

(Special focus on Competency Based Interviewing)



Special: Video Based Feedback sessions for all participants


Program Date: 14th - 15th January, 2011
Investment: Rs. 2000/- per participant (incl. tax)
Further details: <http://www.graymattersacademy.com>
Enrollment last date: 10th January, 2011
Venue: Gray Matters Academy, New Delhi

Gray Matters academy

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Practical Problem Solving

(Through Analytical Thinking and Creativity)



Special: Screening of the movie 'The Cube' 'Hust Fields'

Program Date: 21st - 22nd January, 2011
Investment: Rs. 2000/- per participant (incl. tax)
Further details: <http://www.graymattersacademy.com>
Enrollment last date: 10th January, 2011
Venue: Gray Matters Academy, New Delhi

Gray Matters academy

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extensive intensive



10ten

Just 10 and 10 more...

Gray Matters academy

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Assess your Child's career choices

Great careers do not simply happen. That is why it is important for a child to make career plans. Parents are the best person to ensure that their child is making wise career choices. Research shows that parents have the greatest influence on their children's career choices. As a parent, they know their child better than anyone else does. They have more interest in helping their child choose a rewarding career than anyone else.

A child's future is too important to be left to "luck" or "chance."

- Because of a child's limited knowledge about career opportunities, he or she needs guidance to choose the best educational and career path.
- A child should explore many different careers and think about what he or she likes and dislikes about each one before focusing on a career.
- It is important to have a career plan in place before investing time, energy and money

While institutions are doing whatever it takes to nurture young minds and create well-rounded individuals to take our country forward, corporate India feels there is a void in creating career awareness in these talents.

We at Gray Matters with a vast pool of experience in HR and Behavioural sciences, tried to bridge the gap by creating an assessment tool to help school children in understanding and appreciating careers in general and jobs in particular.

It is beyond any reasonable doubt that interests play a big role in shaping one's career success, but a scientific method to identify one's interests remained a dream for children in India for a long time. Not any more, here are a few details about our assessment tool: **myVector 'Inner Drive'**

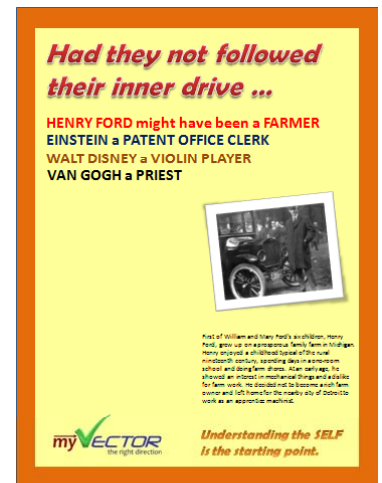
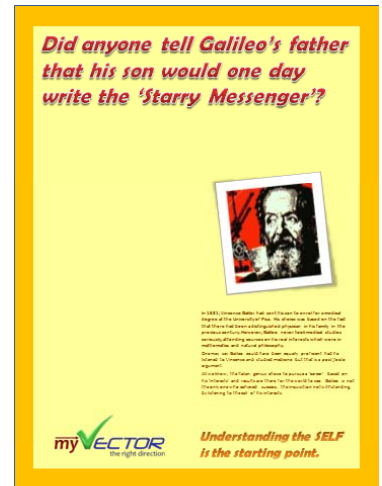
myVector Inner Drive Assessment is a tool for students based on three components - Interest, competency and values. It is a paper-and-pencil test that requires no preparation and takes about an hour to complete.

It is one composite test for students from standard VIII to XII. This assessment is designed based on American Psychologist Dr John L. Holland's (*Making Vocational Choices: A Theory of Vocational Personalities and Work Environments, 1997*) theory, behavioural competency theories and psychometric assessment of values.

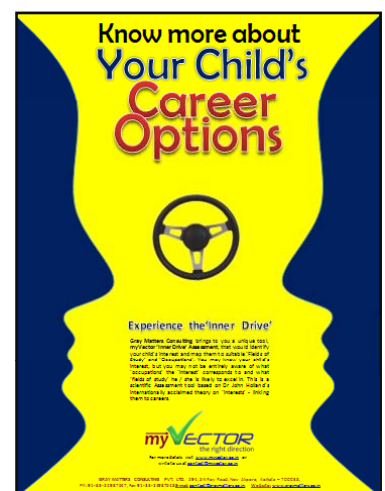
The **myVector Inner Drive Interpretive Report** can be a valuable tool in helping the students identify their interests, enabling them in

- Achieving satisfaction in their work
- Identifying career options consistent with their interests
- Choosing appropriate education and training relevant to their interests
- Understanding aspects of their personality most closely associated with their interests
- Determining their preferred learning environments
- Using interests in shaping their career direction
- Deciding on a focus for the future
- Directing their own career exploration at various stages in their life

For details visit www.myvector.co.in



myVECTOR the right direction	INNER DRIVE ASSESSMENT BOOKLET	INNER DRIVE T BOOKLET	INNER DRIVE T BOOKLET
Your Unique Identification Number: <input type="text"/>	This is not an examination. You do not need to prepare for this assessment. Answer each question to the best of your ability and understanding. There is no right or wrong answer to this assessment. These responses should be from your own perspective and interest and if you are unsure about any question, leave it blank. Do not leave any question (your answer) or your name blank on any page.	To prepare for this assessment, do your best to understand, think, and understand. There is no right or wrong answer to this assessment. These responses should be from your own perspective and interest and if you are unsure about any question, leave it blank. Do not leave any question (your answer) or your name blank on any page.	To prepare for this assessment, do your best to understand, think, and understand. There is no right or wrong answer to this assessment. These responses should be from your own perspective and interest and if you are unsure about any question, leave it blank. Do not leave any question (your answer) or your name blank on any page.
	PLEASE READ THE INSTRUCTIONS CAREFULLY AND ANSWER ALL QUESTIONS TO THE BEST OF YOUR ABILITY AND INTEREST. PLEASE DO NOT LEAVE ANY QUESTION UNANSWERED. PLEASE DO NOT WRITE ANYTHING ON THE BOOKLET OR T BOOKLET. PLEASE DO NOT WRITE ANYTHING ON THE BOOKLET OR T BOOKLET. PLEASE DO NOT WRITE ANYTHING ON THE BOOKLET OR T BOOKLET.	PLEASE READ THE INSTRUCTIONS CAREFULLY AND ANSWER ALL QUESTIONS TO THE BEST OF YOUR ABILITY AND INTEREST. PLEASE DO NOT LEAVE ANY QUESTION UNANSWERED. PLEASE DO NOT WRITE ANYTHING ON THE BOOKLET OR T BOOKLET. PLEASE DO NOT WRITE ANYTHING ON THE BOOKLET OR T BOOKLET.	PLEASE READ THE INSTRUCTIONS CAREFULLY AND ANSWER ALL QUESTIONS TO THE BEST OF YOUR ABILITY AND INTEREST. PLEASE DO NOT LEAVE ANY QUESTION UNANSWERED. PLEASE DO NOT WRITE ANYTHING ON THE BOOKLET OR T BOOKLET. PLEASE DO NOT WRITE ANYTHING ON THE BOOKLET OR T BOOKLET.
	Name: Institution (School / College): Class / Year: Date of Birth: Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female Residential Address: e-mail id (if any): Assessment Date:	Name: Institution (School / College): Class / Year: Date of Birth: Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female Residential Address: e-mail id (if any): Assessment Date:	Name: Institution (School / College): Class / Year: Date of Birth: Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female Residential Address: e-mail id (if any): Assessment Date:





Tipping point

Taking notes, with digital help

For all those who scribble notes on the side of a page and are unable to make sense of it at a later date, here's a solution. Take a photograph of this page with your smartphone and by downloading a small app, you will be able to access the entire data. The software will do the work of transcribing the entire matter in the printed form.

For online readers who have to wade through heaps of information or possible copy-paste it in to their archives, there are online information management tools which can cut this elaborate process down to just one step. And professionals, who take their iPads into conference rooms, can have their calculators, notepads and online articles all in one screen. What follows is a cache of interesting tools which will help you save the information you want in a methodical manner.

A potential to become a "cult"

DIIGO

If you want to highlight certain portions of text you're reading and save it for later, try out Diigo. Log on to www.diigo.com and install the Diigo browser. Once installed, you will see a toolbar at the top of your page which has several options- bookmark, highlight, capture, read later and so on. Select the portion you wish to save from the article you were reading online (you can do this with the highlighter tool). You can also add some personal comments on the side if you want. These highlights will remain and will reappear when you revisit this page at a later date, according to the Diigo developer team. Once this is done, bookmark this page and save it under a tag. This then becomes a folder and gets archived for future use. And if you are in a hurry, you can take a snapshot of the entire page and mark it as 'read-it-later'. This can be accessed on your PC, smartphone or iPad later, even if you are offline. The page gets saved in HTML format and as an image. These screenshots and folders can also be shared with friends via email. The person you send it to need not have a Diigo account to access this information.

EVERNOTE

Evernote is perhaps the most widely used app by Web and smartphone users, many of whom would have found it pre-loaded on their Android phones when they bought it. Over 3,700 developers use this software. Apart from the key tagging, editing, and sharing features which competitors offer, there is a unique feature in Evernote. If you scribble down some notes on a sheet of paper and need to type it out at a later date all you have to do is take a photograph of the page with your smartphone or any camera-embedded gadget and the Evernote handwriting software will immediately write down the entire text for you. In case sensitive data needs to be shared and you need to block out certain portions, just select the text and encrypt it. The receiver of the text will be unable to view the encrypted portion. Like Diigo, Evernote also helps you clip text portions you have selected during your reading. This is done by dragging and dropping an Evernote clip button. Perhaps the most useful feature of Evernote is the space it offers to edit your articles. Data can also be seamlessly synchronized across platforms. You can read more about these features on www.evernote.com. As of today, there are approximately 8.3 million Evernote users worldwide.

SLING NOTE FOR IPADS

Professionals who want two to three applications open side by side on their iPads, can download Sling Note Lite iPads, can download Sling Note Lite from the App Store. An amazing feature of this app is that you can just circle the portion which you want to save with your finger using the capture tool. Once done, just drag and drop it to the notepad on the side. You can also scribble some notes using the pen tool or email the entire page. Calculations can become very easy with this. If you have your note pad where all the figure have been saved, just drag the figures one by one onto the calculator - you don't have to manually key in the numbers. After this, the result can be dragged and dropped on to the notepad. The key point is that iPad users normally cannot have more than one app open on the screen, but with this app, 3-4 screens can be viewed simultaneously.

WEBNOTES

Online readers who wish to make small notes while reading an article will find Webnote's basic(lite) version very handy. Once you download the software from www.webnotes.net, you can highlight portions of the text you wish. You can make comments on this which gets automatically saved on sticky notes which appear on the side of the page. In case of a PDF file, you can highlight and annotate the text and your comments get saved on the sticky notes. After jotting down all the details on the sticky notes, you can organize these as notes, bookmarks and documents into folders or tag them so that you can refer to it easily at a later date. These highlighted webpages can also be shared with friends through email, permalink or Twitter. There is also the option to make professional records by selecting the folders, choosing a record template. A rich-text editor which helps you make the final changes. For ordinary users there is a 'lite' version which is free of cost.

Source: The Economic Times

Let your hair down



brain strain

quizzing your grey cells

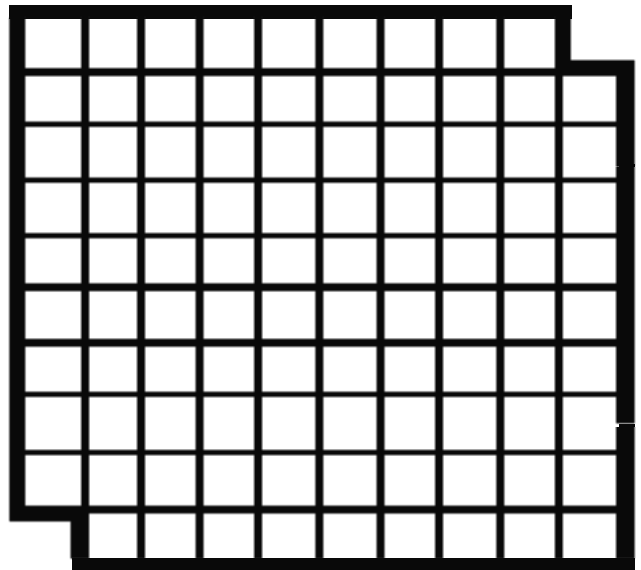


1. In 2006, the *Independent* reported a 700 per cent rise in pencil sales in Britain. To which pastime activity did the paper attribute the phenomenal rise?
2. What first appeared in *Diamonds are Forever* (1956) but not used by James Bond himself until *Dr No* in 1959?
3. In Denmark these are 'Vienna bread,' in Vienna they are 'Kopenhagener,' how do we know them?
4. What Thomas Alva Edison invention does English speakers the world over use everyday?
5. In fiction, which famous footwear was made of squirrel fur?
6. Besides decoration, why are silver foils used on some sweets?
7. We all know who is a Techie, tell us who is a Trekkie?
8. What is the commonest bird in the world?
9. Which generic expression is used to describe a main street considered as an important retail area?
10. Which Indian car brand shares its name with an Egyptian footballer, a communication officer in Star Trek and a brand of virtual pets?



mindstretch

How many squares are present in the picture of the board shown below?



SOLUTION

The number of squares of each size, as they are present in the figure:

$$9 \times 9: 2^2 - 2 = 2; 8 \times 8: 3^2 - 2 = 7;$$

$$7 \times 7: 4^2 - 2 = 14; 6 \times 6: 5^2 - 2 = 23$$

$$5 \times 5: 6^2 - 2 = 34; 4 \times 4: 7^2 - 2 = 47$$

$$3 \times 3: 8^2 - 2 = 62; 2 \times 2: 9^2 - 2 = 79$$

$$1 \times 1: 10^2 - 2 = 98$$

Total number of squares: 366

1. Sudoku
2. The line, "Shaken, not stirred"
3. Danish pastry
4. The word 'Hello'
5. Cinderella's slippers
6. It protects the sweet from getting spoiled by stopping bacteria to grow
7. An obsessive fan of Star Trek
8. The chicken, according to a 2004 poultry estimate there are 52 billion of them
9. High Street
10. Nano

ANSWERS TO BRAIN STRAIN

advisory

Gray Matters comprises consultants who understand the challenges that businesses face in attracting, retaining and motivating people in a competitive environment. We work in partnership with our clients to deliver people solutions based on our knowledge of businesses and expertise in HR leading practices, that would help accelerate growth for the organizations.

Our solutions and approaches unlock the full potential of an organization – and deliver real, measurable, substantial and meaningful business results.

Our Advisory Solutions

- **Organization Visioning**
- **Organization Design**
- **Job Banding & Evaluation**
- **Performance Management**
- **Balanced Scorecard**
- **Competency Assessment**
- **Compensation Strategy**
- **Reward Strategy**
- **Leadership Development**
- **Employer Branding**
- **Employee Engagement**
- **HR for Small Businesses**

We help in implementation too...

Many a times we hear, “Your recommendations are excellent and meets our requirements but the real challenge is in implementation.”

At Gray Matters we endeavour to fulfil this gap and extend support to our clients - from recommendation to implementation.

More and more organizations are seeking the help of professional HR service firms to address their HR needs. Our research tells us that it is not ‘cost’ that is driving this demand for external service providers. It is the acute shortage of HR talent that is driving more and more organizations to partner with professional HR service firms like Gray Matters to meet their Strategic HR needs.

Moreover, there is a time lag in identifying the right person and ensuring his joining. Thereafter, he spends time in understanding the industry, job needs and his settling down time in the new role. We start the work immediately.

Employees can leave the organization, without completing the process, which tantamounts to double the cost envisaged - Consultants like Gray Matters, are bound by contract to complete a process / assignment at an agreed upon fee structure.

- ❑ Gray Matters provides “implementation support” to organizations with the “On-site” suit of products: **HR On-site and PMS On-site**
- ❑ Gray Matters also helps organizations in **Employer Branding Initiatives** and **Employee Engagement Initiatives** as part of their implementation focus

implementation focus

training

Understanding the significance of behavioural skills, many organizations have started investing in it as a part of their corporate training initiative. Behavioural skills training have witnessed a marked transition in the last decade from being 'generic' and 'good to have' to being 'defined' and 'pre-requisite'. This shift in perception is not without reason. Organizations across the globe have realized that professionals with technical skills only, partly complement the essentials of being a 'complete professional'. Research study has revealed, that people skills outweigh technical skills by a factor of 3:1, in deciding the long-term success of professionals.

outdoor adventure

We Inspire



We Energize



You Learn



behavioural

Our Programs...

Self Development Skills

- Communication Skills
- Presentation Skills
- Time Management
- Assertiveness Skills
- Transactional Analysis
- Achievement Orientation
- Winning Ways

Tactical Workplace Skills

- Negotiation Skills
- Stress Management
- Analytical Thinking & Creativity
- Conflict Management
- Workplace Etiquette
- Customer Orientation
- Selling to win
- Relationship Management

Alignment Skills

- Team Building
- Outdoor Adventure Learning
- Leadership Development
- Performance Counseling
- Managerial Effectiveness

Reckoning Skills

- Balanced Scorecard
- Competency Based Interviewing
- Competency Management
- Coaching & Mentoring
- Train the Trainer
- Employer Branding

Knowledge Management Services

Emerging Area

When India's foremost TV production house - BIG Synergy, headed by Siddharth Basu, decided to go regional with its most famous show "Kaun Banega Crorepati", they decided to use Gray Matters Knowledge Management Cells services to create the content team as well as manage content (read questions).

The show was aired on a local Bengali Channel and hosted by none other than **Sourav Ganguly**. It had 50 episodes spread over 10 weeks. The iconic show, known as "Who Wants to be a Millionaire" the world over, christened as "**Ke hobe Banglar Kotipoti**", helped this little known channel to muster an unprecedented TRP.



Our assignment included interviewing candidates and hiring for the content generation team, translators and copy editors. We were also responsible for generation of roughly 3500 questions for the whole show (50 episodes) in English and then Bengali translation and copy editing. One of the other prime responsibility was to attend the program shoots to supervise game play and also interacting with the host of the show. Last but not the least, we were also accountable for creating systems and processes to maintain utmost secrecy. Incidentally, these systems were audited by Ernst & Young before the show went on air.

Gray Matters' association with this project is its first foray into managing non-fiction TV content, as part of the Knowledge Management Services. More is in the pipeline – **Watch this space!** 📺

Interviewing Skills Workshop

Top Rated

The Competency Based Interviewing Skills Workshop has been a 'flagship' product for Gray Matters for the past 2 years. In this period we have conducted 6 programs for **Tata Steel**, 2 for **BOC**, 1 for **ONGC Petro additions Limited** apart from 3 open programs as a part of our **Gray Matters Academy** programs.

This program which has been attended by participants ranging from Middle to very senior levels, from all functions in an organization, essentially looks into the Structured aspect of Interviewing.

Apart from topics like Body Language, Transactional Analysis and Employer Branding, in this program, participants learn about the STAR technique of interviewing with structured behavioural questions.

The success of this program mainly hinges on the video based feedback given to the participants on their questioning styles. They get a 'before' and 'after' video of their own self in 'mock' interview situations.

To top it all, the 100 page handout which covers all modules of interviewing has been a major point of appreciation from the participants. 📄

Few Other Assignments

A 15 day Competency based Induction program for **ONGC Petro additions Limited, Baroda**. This was an unique program wherein we were responsible for the induction program of their newly recruited batch of 40 odd engineers from top engineering institutes. The assignment was to make them understand the importance of each competency and how they are linked to organizational reality. As a novel idea we screened one movie each for the 12 odd competencies of the organizations. Needless to say, the kids loved it.

Khimji & Sons, a large Jewellery & Fashion Accessories Retail House in **Bhubaneswar, Orissa** has sought our services to restructure their organization structure, Compensation Structure and set up a robust Performance Management system.

Philips Carbon Black, an RPG Group Enterprise, entrusted Gray Matters for conducting the Communication and Presentation skills workshop all over India.

Hindalco Industries wanted a development program for their engineers. We conducted our popular program "Winning Ways of Managerial Effectiveness" 📄

For more information on Gray Matters offerings, visit our website at: www.graymatters.co.in

backpage

- ABP Limited
- Apeejay Finance Limited
- Alchemy Leadership School
- Aryan Mining Limited
- Bangla Trac (CAT)(Bangladesh)
- Bengal Aerotropolis (BAPL)
- BPCL
- Bharti AXA Life Insurance
- Balasore Alloys Limited
- BOC India Limited
- Blue Star Limited
- BIG Synergy
- CGPL (A Tata Power Company)
- Calcutta International School
- Dassault Systemes
- Descon Limited
- Eveready Industries India Ltd.
- First Climate India
- Gontermann Piepers (I) Ltd.
- Gupta Power Infrastructure Ltd.
- Hindalco Industries Limited

- Indian Chamber of Commerce
- IXIA Technologies Pvt.Ltd.
- ICICI Prudential Life Insurance
- IFB Industries Limited
- iViz Techno Solutions Ltd.
- KDS Garments (Bangladesh)
- KDS Accessories (Bangladesh)
- Khimji & Sons
- Kotak Securities Ltd.
- Landis Gyr
- Lafarge Surma (Bangladesh)
- Lafarge Umiam Mining Pvt. Ltd.
- Magma Fincorp Limited
- Mercy Hospital
- Mindteck (India) Limited
- ONGC Petro additions Limited
- Pepsico India
- Primary Plus
- Philips Carbon Black Limited
- Peerless Hotels Limited
- Peerless General Finance Ltd.

- R&B Garments Limited
- Sandvik Mining & Construction
- Sarovar Hotels & Resorts
- Seimens Limited
- SKP Securities Ltd.
- SREI Infrastructure Finance Ltd.
- Standard Chartered (Priority Bank)
- Subhash Projects & Marketing Ltd.
- TIL Limited
- Tega Industries
- Techno Electric & Engg. Co. Ltd
- Trio Trend Private Limited
- Tata Steel
- Usha Matin Industries Limited
- VIP Industries Limited
- VISA Steel Limited
- Vikrant Forge Limited
- Vikramshila Education
- Verde Consulting Pvt. Ltd.
- Yamai Fashions Limited
-and you

Kill Our Customers Fast



““ *Each work has to pass through these stages—ridicule, opposition, and then acceptance. Those who think ahead of their time are sure to be misunderstood.* ””

- Swami Vivekananda